



提升員工敬業度的管理技巧 The Key to Engaging Your Workforce

課程簡介 Course Introduction

當團隊成員覺得自己受重視和得到肯定，他們會更有責任感為團隊付出來提升自己的工作成效。透過這有效和實用的工作坊，能幫助領導者，主管和管理人員打造一隊更靈活，忠誠和積極的團隊，來推進可持續的業務增長。此課程能夠有效提升管理人員技巧，了解員工的想法，提升他們的敬業度來共同創建成功。

It is no secret, employees who feel they are valued and recognized for the work they do are more engaged, responsible, and productive. This is an effective and practical workshop to help team leaders, supervisors and managers create a more dynamic, loyal and engaged workforce to support the business growth in the dynamic environment. This program is designed specifically to help the people manager understand what their team members want and to provide them with a starting point for creating champions.

教學目標 Objectives

透過課堂學習、討論、模擬練習、個案分析和角色扮演等，讓參加者了解及掌握提升下屬敬業度的技巧，從而加強領導能力及增加下屬對團隊的歸屬感。

- 確定員工敬業度的成功關鍵和挑戰
- 了解激勵員工的理論和因素，並有效運用於日常工作中來增強員工敬業度
- 學習在不同的情況下運用胡蘿蔔、鞭子和培植方法來激勵不同世代的員工
- 了解在快速變化的商業環境下，如何有效令員工加強敬業度
- 打造充滿活力的工作氣氛，並為員工安排激勵性的工作範圍，來幫助增強業務發展
- Identify what engagement is and the challenges in the workplace
- Learn about motivational theories and factors, how to apply them to engage their workforce
- Learn when to use the carrot, the whip, and the plant to engage the team members in different generations
- Discover how fear and desire affect employee engagement in fast-changing business environment
- Explore ways to create an engaging climate and design a motivating job scope to help sustaining the business development

課程大綱 Course Outlines

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| <ol style="list-style-type: none">1. 什麼是員工激勵和敬業度？ - 可提升員工滿足感及推動執行的動力2. 管理監督和敬業度的關鍵 - 胡蘿蔔，鞭子和培植方法3. 員工激勵因素 - 馬斯洛及赫茨伯格的激勵需求與維繫因素 - 惶恐心態和慾望的力量4. SMART 績效目標設定 - 訂定明確目標的作用 - 如何使績效目標具個人化和積極性 | <ol style="list-style-type: none">5. 工作的價值觀 - 我們在工作中有什麼價值？ - 員工敬業與不敬業的分別6. 打造激勵和敬業的氣氛 - 稱讚，給予積極的反饋，分享成功的技巧 - 作為主管，應讚賞平庸的員工嗎？7. 情境分析與設計激勵的工作 - 工作設計/重新設計工作的技巧 - 工作輪崗安排 / 擴闊工作性質 / 豐富工作內容8. 激勵清單 (共享成果) |
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| 1. What is Motivation and Staff Engagement - Driving force that prompts or incites an action 2. Supervision and Engagement -The Carrot, the Whip, and the Plant 3. Motivation Factors -Maslow's & Herzberg's Motivational Needs -Power of Fear and Desire 4. SMART Goal Setting -The power of Goal (Specific, Measurable, Attainable, Relevant and Timed) -How to make the goals personal and positive | 5. The Role of Values -What do we value in work? -Engaged vs non-engaged 6. Creating a Motivational and Engaging Climate -Praising, giving positive feedback, congratulating people -Should we, as a supervisor, praise mediocre work? 7. Situational Analysis and Designing Motivating Jobs -Techniques for job design/redesign -Job rotation / Job enlargement / Job enrichment 8. Motivational Checklist (celebrate successes) |
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教學對象 Target Audience

有意增加跨世代下屬敬業度的領導，主管和管理者或對課程有興趣的人士

Supervisors, Team Leaders and Managers who need to engage workforce in different generations or anyone who are interested in this course

授課語言 Medium of Instruction

廣東話 Cantonese (輔以中文或英文教材 Materials in English or Chinese)

報名地點 Venue 澳門新口岸宋玉生廣場 335-341 號獲多利中心 11 樓－澳門科技大學持續教育學院
Alameda Dr. Carlos D' Assumpção 335-341, Hotline Centre, 11/F, Macau

上課地點 Venue

澳門氹仔偉龍馬路澳門科技大學（確實地點將於確認開課時以手機短訊通知）
Avenida Wai Long, Taipa, Macau

上課日期 Course Date & Time

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| 課程編號 Course code : 1710260437-0 | 12 & 19 May 2018 | 週六 Sat 09:00-13:30 | 總課時 9 小時 Total 9 hours |
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課程費用 Tuition Fee MOP 1,980

收生名額 Class Size 10 people

* 報名注意事項 Enrollment Notes *

報名時間：星期一至五(9:00 - 20:00)、星期六(9:00 - 13:00) [公眾假期除外]

Operation hours: Monday to Friday (9:00 – 20:00) ; Saturday (9:00 - 13:00) [Close at Public Holidays]

- 首次報讀本院短期課程者，請先登入網上報名系統（網址：<https://coes-stud.scs.must.edu.mo/oasc/PersonalInfo.do>）或掃描以下的 QR Code，選擇 **<其他個人服務>** 類別，預先登記個人資料（不需上傳身份證），填妥資料後，帶備身份證正、副本至本院辦理報名。

For those who enroll for our courses for the first time, please go to <https://coes-stud.scs.must.edu.mo/oasc/PersonalInfo.do> or scan the QR Code below, choose the category of **<Other Personal Services>**, and input personal information (no need to upload ID copy). After registration online successfully, please come to our school to make payment. You should bring along with your ID card and copy.

- 報讀者可以現金/本票或劃線支票（抬頭請寫“澳門科技大學持續教育學院”或“SCHOOL OF CONTINUING STUDIES”）

MACAU UNIV. OF SCIENCE AND TECHNOLOGY”) 繳付學費及材料費，現金收費上限為澳門幣/港幣 5,000 元。
Tuition fee and materials fee (if any) should be paid by cash or by cheque/Cashier Order (Please make payable to “SCHOOL OF CONTINUING STUDIES MACAU UNIV. OF SCIENCE AND TECHNOLOGY”). **Cash is accepted for payment of not more than MOP5,000.**

3. 所有費用一經繳交，恕不退還（本院取消開辦該課程除外）或轉讓。

All payment made is not refundable (except that the course is cancelled by the School) or transferable.

4. 如課程報名人數不足，本院保留課程取消或延期的權利。

The School reserves the right to cancel or postpone the courses if minimum class size is not reached.



查詢 Enquiries Tel: 8796 1807 / 8796 1805 Email: scs@must.edu.mo

Website: <http://www.must.edu.mo/scs-tw/diploma-certificate-programs>

- 持續教育學院致力開拓終身學習機會，如欲收到本學院之課程資料，可發電郵至 scs@must.edu.mo，並提供閣下之電郵地址，標題主旨為“加入通知群組”。

The School of Continuing Studies develops life-long learning opportunities. Should you wish to receive information on our programs / courses, please send us an email (to scs@must.edu.mo) stating your email address in your email and “Join the mailing list” in the Subject line.

- 我們亦為機構/政府部門/學校等提供內部培訓，按各機構不同之要求(主題/時間/地點/對象)而訂定培訓內容。請與我們聯絡。

We also offer in-house training for corporations/Government Departments/schools, tailor-made with respect to your choices of topics, time, place, and group of attendees. Please contact us for more information.